

**2010 Joint Meeting (PLN, AEA and ASRED)
Program and Staff Development Committee
August 24-26, 2010
Memphis, Tennessee
Hilton Hotel**

Meeting Minutes (DRAFT)

Tuesday, August 24, 2010

PRESENT: AL- Virginia Morgan, Paul Waddy, & Carmalita Pollard; AR-Karen Ballard, Rich Poling and Nikki Cooper; FL- Cheri Brodeur; GA- Mary Ellen Blackburn, Celeste Allgood, & Marcie Simpson; KY- Gae Broadwater, Martha Nall, Kenneth Jones, and Paul Warner; LA- Debra Davis; MS-Julie Sexton, Johnnie Westbrook, & Karl Twyner; OK- Vernon Jones and Joyce Martin; SC- Della Baker; TN- Joseph Donaldson and Herb Byrd, TX- Scott Cummings; VA- none; and WV- Pat Gruber.

Meeting called to order at 10:15 a.m. Central Standard Time.

Della Baker, Chair, opened the meeting with a welcome to everyone and recognition of our Administrative Advisor Paul Warner. Della requested that participants around the table introduce themselves since there were a number of new faces.

Della introduced Joyce Martin, Chair of the Nominating Committee, who identified the positions to be filled. Joyce recognized and thanked the Nominating Committee members, Rich Poling and Virginia Morgan. Joyce announced the proposed candidates for the open positions; Secretary- Marcie Simpson (UGA) and Vice-Chair: Karen Ballard (UACES)

Joyce noted that the PSD site for the PLN provides a description of officer duties, and stated that voting on the slate will be held on Thursday.

Della requested that the Interim Secretary, Karen Ballard, record the minutes for this meeting, deferring making a decision on the vacant secretary position until the election of new officers for the next term, based on the recommendations of the Nominating Committee.

Della discussed the work products each committee must complete and submit over the next three days. These products include:

1. PLN Committee Keynote Response Document
2. Information & Action Items
3. Updated membership list
4. 2010-2011 Plan of Work & new list of officers
5. Accomplishment Reports posted to Wiki

The committee discussed the morning general session presentations, including the keynote by Jim Richards, *Funding Requisitions and the Environment of NIFA and Land-Grant Universities* and *Impacts of Impact Reporting*.

Scott noted that Bart Hewitt and Bob McDonald are discussing and coordinating a new initiative to develop and use common indicators for all program areas. There is a meeting scheduled to complete this work in February 2011 in New Orleans. The meeting plan is to reportedly engage 75-85 people in this process. Deborah asked if we should be proactive to insure that we have a seat at the table. The group consensus was that we should request that one evaluation person be assigned to each program area group. Della asked if our committee should send a letter forward expressing our concerns. Paul Warner reported that he has discussed this with Bob McDonald.

Several committee members discussed concern that NIFA has rushed ahead and established five new program areas . . . at least one in which Extension work does not necessarily fit. It was agreed that it is critical that Extension program evaluators be at the table during the discussions in New Orleans. There were questions regarding whether or not there will be regional indicators, and “are we being herded” with the introduction of mandatory indicators. It was noted that this betrays our historical commitment to respect for and communication with local community stakeholders.

Scott responded to questions related to his discussion with Bart and Bob concerning work done by the Extension Excellence Committee. It was noted that we already have established accountability related to KAs, indicators, and have a reporting process. Paul Warner discussed the history of the Excellence in Extension report development. Roger Rennecamp, working through the PLN, developed a white paper that ECOP took forward for adoption. Texas A & M established and maintains the database (excellenceinextension.org). Institutional Directors and an accountability contact person at each state have direct access to the database, which includes 41 indicators at the institutional level (not at the program level). Indicators can be used for comparison purposes by each participating institution (staffing, per capita data, etc.). Florida uses the data for benchmarking within the state. Herb noted the value of this system has possibly not been adequately communicated. The 3rd year of data is currently being entered. Discussion produced a consensus that we need to get all institutions on board. Currently, the system provides accountability on 235 out of approximately 297 million dollars of investments. In response to some questions, Scott clarified that: the time frame for data entry is not set in stone, but is targeted for January-June 30th of each year; data can be based on either the state or federal fiscal year; and that the system is still open and data can still be entered this year.

There was general consensus that a note should be sent forward to encourage institutional participation, emphasizing the value of having administrative access benchmarking data and comparison reports with other states. It was noted that this discussion should go back to the Directors.

Paul noted in preparation for our PLN documents, we are not a program area, so we will need to speak to the issues related to valid indicators that cross all program areas. The group agreed that standardized definitions are necessary to collect uniform data and

demonstrate multi-state impacts. Concern was expressed that common indicators can become very generic with diminished value and meaning. Likewise, it was noted that if indicators are not meaningful at the state level they will not be used.

Deborah noted that in Louisiana the strongest evaluations being conducted are grant-driven, which she attributes to the requirement that the grant applications require forethought for evaluation planning, protocols, and identified roles. It was agreed by several committee members that grant funding will result in a greater institutional commitment to program evaluation. It was noted that EFNEP is able to show impacts because before educators teach a lesson they know what they are going to report. It was noted that “send us what you did” does not result in program evaluation . . . it requires planning and focus for data to have meaning.

Deborah reported Louisiana has been engaged in a two-year process for development of a question data-base that agents can access and utilize, facilitating the use of uniform indicators that can be aggregated for subject matter teams.

In Florida they currently have six focus area teams with state and county faculty and graduate students serving as members. Glen Israel is working with the teams to develop evaluation instruments. Cheri shared the url for the focus areas and their goals (pdec.ifas.ufl.edu).

Cheri shared that Florida has been talking with other states to determine how messages are prepared for legislators. It was discussed that we are integrated systems, but researchers are often not included in developing research design for demonstration of Extension impact.

In Kentucky program leaders identify focus areas that are stable for multiple years. Benchmarks are established, logic models are developed, and instruments are designed.

Joseph discussed that Tennessee has developed a good system for dissemination of program impacts, down to a return on investment at the county level.

It was discussed that, in general, Extension is not doing a good job at the local level to influence decision makers at the state level. It was noted that legislators listen to folks at the local level. Now more than ever, we need local level support.

Della asked committee members to share what each state is doing to communicate with policymakers/legislators; and how many states collect data by congressional districts.

Scott shared that Texas prepares a one-page glossy report for every congressional district (not results – more focused on what “we” are doing).

Florida aggregates data by county and employs a lobbyist with a one-page glossy communication piece. The President of the University of Florida has given the “go-ahead” to faculty to communicate directly with legislators. This is also the case in West Virginia, where faculty/agents are provided with talking points. In Oklahoma the Dean provides information to the President who develops documents for key policy makers.

Oklahoma likewise hosts a “Legislative Day at the Capital” where 20-30 displays of key programs are featured, which is an integration of county and state programs. This has proven successful to inform legislators about focused program efforts.

Louisiana aggregates data by parish. Georgia, Kentucky, and Arkansas aggregate data by county & district. Communications staff in Georgia, Mississippi, North Carolina, Arkansas, West Virginia and Alabama develop special reports for the legislature. In Arkansas county and state faculty also develop impact reports. Tennessee produces a one-page report with budget information and county impact statement(s) that can be aggregated by congressional district, county, or district. Della shared that South Carolina Extension produces a Report to the People along with other impact publications.

The committee completed the preparation of PLN Committee keynote response document (see below).

Opening Session Committee Response

Committee: Program & Staff Development

Contact Person: Della Baker, dbaker@clermson.edu, (864) 656-5818

- I. What challenges and opportunities does your state level program area need to consider in developing and implementing regional indicators for your committee area?

a. Opportunities

- Great network and willingness to listen to new ideas
- Portals to different areas (communities/states/people)
- Not focused on one program area
- We (Extension) is/are the “boots on the ground”
- Need to match up indicators with NIFA/Federal reporting requirements
- Need to be incorporate NIFA’s initiative to develop common indicators
- There is vast knowledge and experiences. We can draw upon everyone’s experiences and knowledge
- Younger, new people bring new ways of thinking
- We can see the entire organization a global perspective
- We are vocal

b. Challenges (obstacles)

- Getting agreement (getting past definitions)
- Common language/terminology
- PSD can be seen as a threat
- Technology (access and/or willingness to use technology)
- “Boots on the ground” – Need to have face-to-face contact with people
- Not always in the loop/Not included in decision-making
- Not seen as a state level program area
- Becoming partners with other agencies, organizations and colleges to be able to meet the needs
- Within some states it is difficult to get regional agreement on basic philosophy of who is responsible and their capability.

-Lack of succession planning /Losing people with knowledge

- II. What benefits will need to be realized by you (your state) before you are willing to fully develop and implement regional impact indicators?

-PSD coordinates most of the state accountability efforts, and should be at the table during these discussions.

-Not duplicate current efforts

-Improve understanding and institutional participation in input of current data bases (Excellence in Extension, etc.) . . . We need to get everyone on-board

-Standardized definitions are necessary to measure and collect multi-state impacts

-Common indicators become very generic with diminished value/meaning. If indicators are not meaningful at state level, they will not be used.

- III. What 3 indicators can your regional committee agree to track for each state?

1. All states using Excellence in Extension
 2. Need standardized definitions
 3. Select uniform programs that could be used.
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Reports from Administrative Advisers

Dr. Vernon Jones reported on the meeting in Baltimore in June. Among 1890's institutions, there is a recognized need to write common types of impact reports. There is a proposal for Impact Report training during a virtual conference. A recommendation was made from the floor that states consider posting courses related to impact reporting on eXtension for sharing training resources.

Advisor Paul Warner shared his administrative report/update. Budget cut-backs are having a direct impact on units across the country. There is significant discussion and evidence of the increasing importance and role of accountability. Dr. Warner expressed that there is a need to continue to support and inform Directors through this challenging time. Dr. Warner discussed that the functions of PSD type units may be changing as a result of these factors. He shared that with potential and current state reorganizations, we could potentially use our expertise to weigh-in on these issues.

Dr. Warner discussed the emotional impact of the current and future fiscal realities in many states, which include:

- Kentucky CES has had no raises for three years
- Competition related to recruitment and retention of faculty (teachers getting raises)
- Early retirement incentives resulting in brain drain/staffing shift
- Extension furloughs
- Emotional energy redirected due to job insecurity
- Succession Planning challenges (talked about it for years)
- Turnover of directors creating organizational vulnerability

Dr. Warner discussed the need to develop materials on a fast-track. He asked about the Middle Management Modules, and asked if the states are currently using them, and/or if they intend to use them in the future. Dr. Warner encouraged the PSD committee to work to “shore up” the Directors . . . that we “need to take this responsibility home.”

eXtension is requesting additional support for posting materials that can be available outside of the region. Paul discussed the Seal Conference “Strengthening Extension Advisory Leadership.” He shared that every two years a conference has been held to disseminate information and materials for utilization. Historically a request is usually sent for development and writing teams for topical areas. SEAL leadership requested of Directors last year to meet so that there will be a 2011 meeting.

Dr. Warner shared that priorities for the federal budget were sent forward from ASRED to ECOP to the Board of Agriculture for Research and Teaching, which included continued support for formula funding and eXtension.

There were questions and discussion with the advisers regarding the planned February 2011 meeting in New Orleans, which seems to be a small selective group of people potentially making some key decisions.

It was noted that in Florida former legislators have set up centers to help train faculty for working with policy makers. This may be especially important if there is a trend for university Presidents to release control to local faculty for communications. It was noted that SEAL materials have resources for communicating with local officials.

Break for lunch.

1:31 p.m. Program and Staff Development Committee meeting reconvened.

Della called the meeting back to order. Minutes were presented by Interim Secretary, Karen Ballard and reviewed by the committee. Scott Cummings made a motion to accept the minutes as presented, the motion was seconded and accepted.

Interim Secretary Karen Ballard distributed an updated membership list which was passed around the room, reviewed and edited and forwarded to Rachel Welborn with additions and corrections.

Deborah Davis presented an update on the Urban Task Force. There was a presentation at the last meeting by Tennessee faculty regarding a study conducted with three counties (including Shelby County, and counties in the Northeast and Northern parts of the state). The report examined differences in county structure (what the units “looked like”) and programming. It was identified that programming topics were by and large very similar between rural and urban counties (4H, Environmental Life Skills, EFNEP, Food Safety, Estate Planning, TNECEP, etc), however, there were distinct differences in the location of offices and outreach to clientele (i.e. offices where audience resides). Key findings included:

- Opportunities exist to increase participation and income through fee-based programming (i.e. Master Gardener, FCS Programs, Urban Gardening, etc)
- Unique funding opportunities exist for urban locations (i.e. court ordered parenting courses where ½ of income goes to county and ½ to Extension department)
- Urban locations may experience lower county funding levels, but likewise can have more privately funded positions which are diverse and beyond the traditional partners
- Higher staffing levels often exist in urban settings due to expanded support
- Agency competition for clients is increasing in urban areas (with agencies doing same or similar work as Extension)
- Need in urban settings for increased collaboration, cooperation and clarification of roles
- In urban settings the staff often have increased control over their budgets
- Keys identified for success in Extension programs include how marketing is conducted and the increased use of volunteers (i.e. Master Gardener volunteers often field 90-95% of all calls)
- There are implications for a need to have rural vs. urban job descriptions due to some of these unique opportunities and issues

Della requested that the committee discuss and prepare the PSD Southern Region accomplishments report for submission, beginning with a review of the 2009-2010 Plan of Work. It was agreed that the Coaching goal/work plan should be withdrawn due to Mitch Owen having leadership for that area, and he is not longer employed by Extension. Two goals related to Benchmarking Program Impacts (Scott C., Nancy F., and Karen B.) and Human Capital Development (Mitch O. & Rich P.) should be ongoing.

The following report was prepared and submitted on the PLN Wiki
http://collaborate.extension.org/wiki/Main_Page.

2010 PSD Accomplishment Report for the PLN

1. *What has your committee accomplished together in the last year as a result of the PLN?*
 - Committee members served on teams to develop four Management Skills Training modules: Financial Management, Managing Conflict, Leading the Total Extension Program/Juggling the Program Management Ball, and Managing People for Performance. The modules are posted as Training Resources for Middle Managers and County Directors on the eXtension site.
 - A Virtual Conference was held during the week of December 7, 2009. Nine different sessions featuring 10 speakers were offered in the areas of eLearning, Evaluation & Accountability, Onboarding, and Program Development.

- The National Association of Extension Program and Staff Development Professionals (NAEPSD) was formed to provide an organized forum for Extension organization/program/staff development professionals across the country to come together (both physically and virtually) to improve communication and collaboration (building and sharing resources), advocate for the profession, enhance multi-state efforts and provide a venue for professional development of our peer group. The bylaws and the list of the steering committee members are included on the wiki page.
- Program and Staff Development Committee Roles and Guidelines were posted to the PSD page.

2. What has your committee accomplished together that it could not have accomplished without PLN?

- Developed a list of relevant subject matter and presenters for the Virtual Conference.
- Pursued and evaluated the interest of colleagues for the formation of the NAEPSD.
- Collaborated with other PLN colleagues to develop training modules. Collaboration on the modules was with the Middle Managers. Collaboration and Networking are on-going.

3. Please give a few examples of specific benefits to individual states.

- The Management Modules were designed for use in all states as a staff development resource.
- The virtual conference participants represented all regions within the Extension System.
- PSD resources are shared through NAEPSD. For example, requests for resources are routinely sent and coordinated through the listserv.
- Under the leadership of the Arkansas Program and Staff Development Unit, four Southern Region states (AR, LA, OK and TN) conducted virtual tours of their respective reporting systems in an effort to identify best practices and effective mechanisms for individual state reporting.
- PSD committee members have served in leadership roles in the Excellence in Extension initiative.
- Multi-state collaboration, one requirement for federal reporting, is being implemented and increased through the PSD committee and PSD networking.

Della requested that the committee members from the states share brief updates and challenges.

State Reports/Discussion:

South Carolina: Della reported big changes in her state with the South Carolina reorganization into regional centers. Next year there is a possibility of a big budget cut and incentives for early retirement. They use the Weave system for reporting and

collecting data. The funding cut has been experienced by PSD. Training monies are now managed through program groups. Della reported that evaluation tools are put together for development of evaluation protocols and plans through the subject matter Program Leaders.

Louisiana: Debra reported that they have challenging economic issues with a recent early retirement program resulting in a loss to her department and across the system. Their future financial situation has a lot of uncertainties. Louisiana is working on the development of a web-based reporting system.

Florida: Cheri reported that they have experienced a 15% cut, which resulted in some losses in the upper leadership level. Jack Payne is the new VP. They have revised their in-service training system and increased their use of distance ed. In-service proposals are submitted online. They are currently working on an enhanced evaluation system. They have been conducting research on what types of training faculty need for support of core competency development (what & when).

Arkansas: Karen reported that they completed a system-wide training needs assessment, and as a result have initiated a new employee onboarding process that includes face-to-face and web-based training and resources. A current focus is development of a core competency training system, supported by a new online enrollment system. Arkansas Extension is holding its own financially and have not experienced any major cuts.

Tennessee: Joseph reported that they have trained 72 agents on “How Farmer’s Learn,” based on the results of a SARE research project. They have released three online courses: 1) Program Planning & Evaluation; 2) Super System; and 3) Program Evaluation. Tennessee has started a faculty recognition program awarding “Super Star” awards for excellence in accountability reports. Joseph discussed the significant time commitment it took to get the SUPER system implemented.

Alabama/Tuskegee: Carmalita (Tuskegee) reported that due to funding issues, restructuring is currently underway, but currently no job losses. Paul (ACES) reported changes in the organization have included consideration of clusters, district positions reduced from three to one operations person to supervise county coordinators. Area agents are being re-evaluated regarding the # of counties they currently work with.

Georgia/Ft. Valley State: Georgia has an Institute of Government that is training new legislators. There is current restructuring. Extension moved out from under the College of Agriculture. Extension and research have experienced around 46% in cuts – with the possibility of personnel reductions resulting in 46+ positions cut.

Mississippi/Alcorn: The PSD department has been increased from one to three positions. They are currently providing on-line training and evaluation training. The president has communicated that they will need to cut back on outreach.

West Virginia: A new director was brought on two years ago. The new director initiated the development of program teams that seek grant funds and partner with other units. The state is no longer organized by districts. All faculty supervision and promotion is now the responsibility of program area leaders. It is believed that budget cuts are coming.

Kentucky State University: Have been working with specialists and program directors to encourage people to report data. They haven't had anyone in the role of program and staff development. KSU is working on the formation of a College of Agriculture for Teaching, Research and Extension. There are currently a number of vacancies. Incoming president for APLU. (what does this mean?)

University of Kentucky: Counties have been picking up funding needs. They now have five county fine arts agents. New agents are provided with three training sessions – utilizing a cohort group approach. The training series includes: 1. Program Development & Evaluation (agents do first POW); 2. Individual Skills Training; and 3. Management Skills.

Oklahoma: Joyce reported that the organization is going through a transition. Centra is being used more for training to reduce travel costs. The state conference is now being conducted on a two-year cycle. Professional Development is being supported through an e-newsletter. Technology training is being conducted every month over Centra.

Texas A & M: There are current budget issues with a projected loss of 47 agent positions (may lose 1-2 actual). Three or more staff positions are also targeted for loss. Currently the administration has expressed no desire to move to a regional system. PSD may be losing 1-2 people through this budget process. The new onboarding process is a year old, with a good response. Plans are underway for a Futures Forum. They are expanding their e-learning efforts and have revamped their web-site. They are using Wordpress so you can also blog on it. A new person is expected to be added for marketing.

Questions/Concerns for Cross Committee Meetings

Della facilitated the discussion which produced questions/concerns that might be addressed during the Cross Committee Meetings.

Middle Management Committee discussion items:

1. Are modules being used?
2. If no, then is there a plan to use the modules?
3. Suggestions for improvement?
4. Question for clarification – Was the planned evaluation component added?
5. With all the reorganization, what do they see as our role in helping them make adjustments to turn-over, down-sizing, and alternative staffing patterns.

Communications Committee discussion items:

1. The importance of having solid evaluation for development of impact reports.
2. Where are we on national level for federal impact reporting database?
3. Concern regarding multiple requirements and methods for reporting.

The committee discussed that we may want to address with the Middle Managers if there might be a role for PSD in the state reorganization discussions; utilizing demographics and analysis of relevant factors to inform the decision-making process. It was noted that we all should be poised to assist in this planning process.

The committee discussed the request for support of national web development and eXtension. There was likewise discussion that eXtension should be encouraged to improve the site's ease of use.

Martha Nall made a motion that the PSD Committee endorse the proposal from Jim Trapp. The vote was 7 in support and 10 opposed. The motion did not pass. Discussion related to this motion included a consensus that the proposal was generally agreeable, but needs clarification.

BREAK

The group reconvened at 3:36.

PLN Update was presented by Scott Cummings.

Scott reviewed the list of PLN committee items due this week. Scott provided clarification on the difference between the information and action items.

Scott shared the dates and locations for future PLN meetings:

August 22-26, 2011 at the Ft. Worth Hilton (Texas)

August 20-24, 2012 at Orlando, Florida

August 19-23, 2013 in Memphis, Tennessee

1890 PLC Report

No report was given. Demier Richardson, our 1890 PLC Representative, was not present.

Report on the National Extension Professional Development Association (NEAPD).

Debra Davis provided an update on the organizational progress and plans for the new association. Cheri Brouder distributed membership forms and invited all committee members to become charter members of this new organization. Charter memberships for active members is \$60.00. Membership is not limited to a formal PSD appointment.

NEAPD has as its mission to support best practices. Some of the recent work of the organization includes:

- The Executive Board agreed to recommend to eXtension that the PSD site be reorganized.

- A national list serve has been developed for Extension program & staff development professionals (approximately 168 persons currently on list)
- Multiple membership levels are being discussed and considered
- Plans for the development of a facebook site – the urls have been purchased
- A meeting is scheduled for the 1st week in December in New Orleans for development of a strategic plan by the Executive Committee
- There are plans for a fall virtual conference to be offered & possibly hosted quarterly sessions in the future
- Web conference responsibility will be assumed by NAEPSD

Scott shared that recordings of the previous PSD virtual conference are archived on eXtension.

Della initiated the PSD committee discussion on the development of PLN Information and Action Items.

Reminders were made by Della and Joseph Donaldson regarding the evening events and Wednesday schedule.

Joseph Donaldson reviewed the schedule for the Ducks Unlimited tour and the committee night out. All PSD committee members need to meet in the hotel lobby at 8:00 a.m. tomorrow morning for the Ducks Unlimited tour.

The PSD committee will meet with the Middle Management at 1:30 tomorrow afternoon.

The PSD committee will meet with the Communications committee at 2:25.

Wednesday, August 25, 2010

1:40 p.m. Cross Committee Meeting between PSD & Middle Managers in Southeast C Room

Topic 1: *Leading the Total Extension Program Training Series*

The PSD and Middle Managers Chairs led the discussion regarding the curriculum developed for Middle Manager support of program development.

The curriculum and corresponding competencies were introduced. Curriculum topics include: Leading the Total Extension Program, Financial Management Best Practices Juggling the Program Management Ball, Managing Conflict, and Managing Performance.

The curriculum was developed and peer-reviewed by county leaders in each competency area. Individual members who assisted with development were identified

and they led a discussion of the potential day to day application and use of the materials.

Discussion:

The following resources have been available for about six months:

- ***Leading the Total Extension Program*** has been taught and includes a self-assessment, core competency checklist, definitions & expectations, and PowerPoint's with presenter notes. This has been delivered in Louisiana as a full-day training.
- ***Financial Management Best Practices*** includes a module overview and PowerPoint presentation, but state-specific content needs to be developed and added by each university for optimal institutional use.
- ***Juggling the Program Management Ball*** includes a module overview, a logic module, PowerPoint presentation, and handout.

Managing Conflict includes a module overview, PowerPoint presentation, instructor's guide, and participant's packet. This is a collection of CES material. The module was tested in Oklahoma and has been used with new educators in a 1-2 day format.

Managing Performance includes a module overview, with a progressive discipline PowerPoint, performance management scenarios, and a range of coaching related hand-outs for instructional use.

These instructional resources have been reviewed by Paul Warner with feedback from the Directors. The materials were designed for face-to-face training, but could be modified for self-study use. The identification, prioritization and development of these materials represented a joint project between Middle Managers and PSD. The authors are listed at the end of each module.

A recommendation was made to connect Strengthening Extension Advisory Leadership (SEAL) educational resources to these resources.

It was noted that the PSD collaborate Wiki page in eXtension is linked to these resources. Discussion ensued regarding the potential use of Instant Survey on eXtension for evaluation of the curriculum. A suggestion was made that Mike Lambur be designated as the contact person with eXtension for follow-up.

It was noted that this curriculum could be very beneficial for non-county directors interested in leadership positions. It was likewise noted that these materials could prove very valuable for succession planning. A discussion evolved concerning the potential adoption of this curriculum by all states as a goal. A general consensus was expressed by the group in favor of multi-state adoption.

Topic 2: Offer of support from PSD for potential State Extension Reorganization(s). The PSD committee asked the middle manager group if there are support needs related to data for planning efforts.

Discussion related to current issues and challenges faced by Southern Region states:

- Uncertainty of future funding resulting in lots of institutional change
- Unfilled vacancies - It was noted that in Alabama one person is currently supervising 67 county directors.
- New employees don't always have the skills to get in front of a camera or go on the radio
- Lack of understanding and use of social media by older faculty/staff
- U-Tube opportunities to do clips that do not require the professional polish or time investment
- Need training on how to use emerging technologies to get the message out & deliver programs ("How to be a better brand ambassador")
- Need strategy and methods for combating public opinion
- Restructuring is creating new needs – changing roles . . . single county agents to multicounty agents

2:35 p.m. Combined Communications/PSD/Middle Managers Committee Meeting

A discussion on communication of Extension impact was led by Carol Whatley (Comm), Joe Shaefer (MM), and Della Baker (PSD).

Joe noted that there is a meeting being planned to identify cross-state indicators. The meeting will be coordinated by NIFA and convened in New Orleans with multi-state representation from both research and extension. The plan is for program specific teams to work with an assigned evaluation specialist to identify key indicators for national use. The purpose of this meeting is to insure that "we are all on the same page." It was noted it is important that we identify and are able to articulate the shared purpose of all of our program areas . . . and what the value is.

It was reported that at the PLC meeting in December Ron Brown shared that he had difficulty taking our story to Washington related to multi-state efforts. In response to this, it was shared that the National Research and Activity Group were funded to address this issue, and are currently working to design and manage a web-based impact reporting system. There were multiple questions and extensive discussion between the PSD representatives and members of the communication group regarding the development of a new accountability system. It was agreed that members of the PSD committee need to become engaged in these conversations, since PSD committee members generally shoulder the institutional responsibility for reporting and accountability. There were requests by various PSD members that we not create another duplicate system, adding to an already stretched workload.

3:30 Program and Staff Development Committee reconvened.

Virginia provided information on the proposed reporting project discussed during the cross committee meetings (NCERA209). The committee discussed the prior system utilized for aggregating impact reports. Ron Brown has requested information from the southern region that he can use. There were questions regarding why another system was necessary since we all submit impact reports into the NIFA Report of Accomplishments. A meeting is being planned to discuss the NCERA 209 impact reporting proposal. PSD representatives selected by consensus were Scott Cummings and Rich Poling (Rich declined the appointment due to work assignments. Kenneth Jones was nominated to replace Rich for this task).

There was general discussion regarding the positive response by Middle Managers to “Leading the Total Extension Program” training modules with middle managers.

Discussion regarding response from middle managers related to potential area of need for PSD support:

There were questions raised regarding what the PSD role is related to policies, training, and the use of social media by Extension. Questions were likewise raised regarding the evaluation of these evolving technologies. It was shared that in Tennessee FEMA has a Facebook page and updates it daily.

It was agreed that PSD will link to the SEAL modules. Nick Fuhrman (MM) has agreed to work with Mike Lambur to develop evaluations for modules through eXtension.

The committee discussed the status of addressing bilingual needs within the southern region. In several states subject matter teams have assumed responsibility for this work. Specific work was noted by several states related to nutrition programs and hiring bilingual staff to reach target audiences. SERA materials were noted as a viable resource as well. Several committee members noted the need to help employees understand cultural differences and the needs of different groups. Cultural diversity training was a strategy that was discussed.

Kenneth Jones shared that they are hosting a Tri-State Diversity Conference in Kentucky February 10-11, 2011 and invited members of the committee to attend.

In relation to the expressed training needs related to organizational change, Debra offered to share some training resources developed in Louisiana, “Guiding Principles for Managing Multiple Parish Programming.”

The Information and Action Items due at 3:00 were completed and reviewed one final time and approval for submission (see below).

I. PSD Information Item:

- Background – Middle Managers & PSD Committee met and agreed to collaborate for the use of Program Management Modules
- Committee Involved –Program & Staff Development & Middle Managers
- Time Line – Completed August 2011

II. PSD Information Item

- Background – Current evaluation tool for the modules will be moved to Instant Survey within eXtension (Nick Fuhrman, GA)
- Committee Involved –Middle Managers & Program & Staff Development
- Time Line – Fall 2010

III. PSD Information Item

- Background – Middle Managers, Communications & PSD Committees met and discussed the NCERA-209 impact reporting database. Communications expressed a need for information to develop effective impact reports. PSD expressed concern over the development of another reporting system, adding to a possible duplication of effort and increasing the burden on each state. PSD needs additional clarification regarding what is needed, and volunteers to assist in reviewing current systems for data mining. A recommendation was made for a sub-committee to be formed with representatives from each of the three committees.
- Committee Involved –Program & Staff Development
- Time Line – Fall 2010

I. PSD Action Item:

100% Participation in *Measuring Excellence in Extension* Database

- Background – The southern region is missing data from two 1862 & ten 1890 institutions, who have not participated this year in the *Measuring Excellence in Extension* national database.
- Committee Involved –PSD
- Action Requested – Directors/Administrators endorse and promote 100% institutional participation /reporting to *Measuring Excellence in Extension*

Time Line – By September 30, 2010

SUMMARY

- PSD & Middle Managers will work to utilize Program Management Modules
- Current evaluation tool for the modules will be moved to eXtension
- NCERA-209 Clarification & Committee

II. PSD Action Item:

February 2011 NIFA Meeting

- Background – NIFA is convening a February 2011 meeting in New Orleans to establish common impact indicators for programs
- Committee Involved –Program & Staff Development
- Action Requested – Directors/Administrators request PSD representation at the February 2011 NIFA Impact Indicator meeting
- Time Line – Action needed in fall 2010

-
- Debra shared information about the Impact Reporting COP and agreed to send the link to the PSD committee members (<http://www.extension.org/people/communities/160>)

The Quarterly Conference Call Schedule was established:

TIME of PSD Conference Calls – 1:00 p.m. CST

DATES:

January 18, 2011

April 19, 2011

July 19, 2011

August 22, 2011

In response to discussions related to use of social media with the middle managers, Scott Cummings agreed to make a resource, “Guidelines for Social Media” available. It was shared that in most states IT or Communications Departments are responsible for the establishment of these types of guidelines.

Thursday, August 26, 2010

8:00 a.m. Program and Staff Development meeting reconvened.

Officer Elections

Della introduced Joyce Martin, Chair of the Nominating Committee, who identified the positions to be filled and shared the Nominating Committee recommendations.

The nominating committee submitted two nominees for officers:

Secretary- Marcie Simpson (UGA)

Vice-Chair: Karen Ballard (UACES)

No additional nominations were made from the floor. Scott Cummings moved to accept the nominees by acclamation, and Marcie provided a second to the motion. The motion passed.

The committee finalized and approved the 2010-2011 Plan of Work and Membership list (see below).

**New Committee Officers and Key Contacts
September 1, 2010 – August 31, 2011**

Committee Name	Program & Staff Development	Submission Contact Name:	Karen Ballard
Chair	Virginia Morgan	Submission Contact E-mail	kballard@uaex.edu
Vice-Chair	Karen Ballard	Submission Contact Phone	501-671-2218
Secretary	Marcie Simpson	Date of Submission	8/26/10
PLC Representative 1862	Scott Cummings	PLC Representative 1890	Demier Richardson
1862 Advisor	Vernon Jones	1890 Advisor	Vacant

**Annual Plan of Work
September 1, 2010 – August 31, 2011**

Item to Accomplish	Responsibility (Names of people assigned to item)	Key Contact	Goal Date (Anticipated completion date)	Completion Date (to be filled in when completed)
Establish bibliography on organizational change resources on eXtension.		Cheri Brodeur	December 2010	
Survey southern region states regarding PSD unit	Johnny Westbrook – Alcorn State	Herb Bird Johnnie Westbrook –	Spring 2011 (by April meeting)	

Item to Accomplish	Responsibility (Names of people assigned to item)	Key Contact	Goal Date (Anticipated completion date)	Completion Date (to be filled in when completed)
demographics, roles, functions, etc. as management benchmarks.		Alcorn State		
Provide list for mentoring support for new PLN committee members.	Debra Davis	Debra Davis	Sept 15, 2010	

It was discussed that we should carve out time during future meetings to discuss specific issues being faced by individual states.

Discussion regarding informal mentoring may be helpful for PLN/PSD members for initial support and guidance. Debra Davis agreed to lead this effort with volunteers for support including Rich Poling, Cheri Brodeur, Della Baker, Scott Cummings, and Joyce Martin.

The PSD accomplishment report was reviewed and approved for submission.

10:00 Committee Adjourned.